

INDIANAPOLIS METROPOLITAN HIGH SCHOOL

2009-2010 Performance Analysis

Core Question 2: Is the organization effective and well-run?

2.1. Is the school in sound fiscal health?	
STANDARD	The school presents significant concerns in no more than <u>one</u> of the following areas: a) its state financial audits (e.g., presence of “significant findings”); b) its financial staffing and systems; c) its success in achieving a balanced budget over the past three years; d) the adequacy of its projections of revenues and expenses for the next three years; e) its fulfillment of financial reporting requirements under Sections 10 and 17 of the charter agreement. In addition, if the school presents significant concerns in one area, it has a credible plan for addressing the concern that has been approved by the Mayor’s Office.

2009-10 Performance: Meets Standard

Indianapolis Metropolitan High School has established adequate staffing and systems for managing the school’s finances, has fulfilled its financial reporting requirements, and regularly meets its reporting deadlines in a timely and accurate manner.

The Mayor’s Office contracts with an independent accounting firm to complete annual financial performance reviews of each school. Based on a review of the school’s finances for 2009-10, the school had to rely on cash reserves (\$204,351) to achieve a balanced budget. Prior to 2009-10, the school achieved a balanced budget in five of the past six years. The school submitted a budget for the next five years of operation. The budget includes what appear to be realistic revenue and expense projections.

The school has also fulfilled the financial reporting requirements specified in the charter agreement. The proposed five year budget appears to have adequate projections of revenues and expenses. Thus, for 2009-10, the school receives the Meets Standard rating for this indicator.

2.2. Are the school’s student enrollment, attendance, and retention rates strong?	
STANDARD	The school is consistently fully enrolled. Student attendance and retention rates are generally at or above the school’s agreed-upon target rates.

2009-10 Performance: Does Not Meet Standard

Indianapolis Metropolitan High School did not meet enrollment targets set for 2009-10. The following chart displays the school's target enrollment compared with its official fall enrollment, as reported by the IDOE.

Year	Target Enrollment	Fall Enrollment	Percent Below
2009-10	430	344	20.0%

Source: Official fall enrollment figures from the IDOE. Target enrollment is the maximum capacity from the school's charter agreement with the Mayor's Office, submitted by the school.

The 2009-10 attendance rate at AJB was below the averages of both the county and the state.

	MET	MC	IN
2009-10 Attendance rate	87.60%	95.70%	95.90%

No targets have been established for student retention rates for Indianapolis Metropolitan High School. The school retained nearly 64% of the students enrolled in the Fall of 2009, excluding those who aged out of the school.

Years	Students Enrolled Initial Year	Students Re-enrolled Following Year	Retention Rate
Fall 2009 to Fall 2010	344	220	64.0%

Source: Mayor's Office analysis of Student Residence report submitted to the IDOE and the Mayor's Office by the school. Students in the 8th Grade class excluded from analysis. Enrollment numbers differ from official IDOE enrollment figures due to this exclusion.

Based on the 2009-10 performance and the school falling consistently below the state's target for student attendance and not being fully enrolled, the Indianapolis Metropolitan High School does not meet the Mayor's Office standard for this indicator.

2.3. Is the school's Board active and competent in its oversight?	
STANDARD	The Board's membership collectively contributes a broad skill set and fair representation of the community; Board members are knowledgeable about the school; roles and responsibilities of the Board are clearly delineated; Board meetings reflect thoughtful discussion and progress in the consideration of issues; overall, the Board provides consistent and competent stewardship of the school.

2009-10 Performance: **Exceeds Standard**

The board of directors at Indianapolis Metropolitan High School is active, experienced, and provides competent oversight of the school. The board structure is clearly defined, and the board enhanced the mission of the school by linking the school to Goodwill Industries.

The Mayor's Office regularly attends board meetings and examines minutes of meetings held by the board. At meetings, the board consistently makes quorum and actively engages in the oversight of many aspects of school operations, including financial management, academic achievement, curriculum, professional development, programming, and extra-curricular activities. The board is actively engaged in the governance of the school. Members not only offer a wide range of expertise, but also reflect the diversity of the community.

2.4. Is there a high level of parent satisfaction with the school?	
STANDARD	More than 80% but less than 90% of parents surveyed indicate that they are satisfied overall with the school.

2009-10 Performance: Meets Standard

In the spring of each year, researchers administer anonymous surveys to parents of students enrolled at Mayor-sponsored charter schools. In 2009-10, 84% of Indianapolis Metropolitan High School parents reported overall satisfaction with the school. According to the data, the school meets the Mayor's Office standard for performance for this indicator for the 2009-10 academic year.

2.5. Is the school administration strong in its academic and organizational leadership?	
STANDARD	The school's leadership a) has sufficient academic and/or business expertise; b) has been sufficiently stable over time; c) has clearly defined roles and responsibilities among leaders and between leaders and the Board; d) actively engages in a process of continuous improvement which has led to some mid-course corrections.
<i>Exceeds standard</i>	<i>The leadership displays exceptional academic and business expertise. Leadership turnover has been manageable and appropriate. Roles and responsibilities among leaders and between leaders and the Board are clear. The leadership has established exemplary processes to engage in continuous improvement which have led to significant enhancements to the school over time.</i>

2009-10 Performance: Exceeds Standard

The administration at Indianapolis Metropolitan High School is strong in its academic and business expertise. Prior to the school's fifth year of operation, the administration made significant changes to the leadership structure, implementing small 'schools' at each grade level. Each grade level 'school' was assigned a principal to serve as the academic and instructional leader. The four grade level principals reported to the school CEO, who acted as the head administrator for the school.

The school-wide goals and policies have been adopted and are now shared with students and parents regularly. Additionally, opportunities for cross-grade level observations have been increased, allowing for more practice-sharing among staff. Veteran teachers now mentor and train new staff members, sharing skills and practices. The school has regular meetings at each grade-level 'school', among content area teachers, leadership, and the full staff.

The school restructured into smaller grade-level ‘schools’, leading to greater clarity and increased communication. The school has continued to refine its structure and has strengthened its academic and organizational leadership as a result. Leadership at the school has remained stable over time, and the school has demonstrated a clear commitment to continuous improvement. Therefore, for 2009-10, leadership at the school was well-organized, effective, and exceeded the Mayor’s Office standard for this indicator.

2.6. Is the school meeting its school-specific organizational and management performance goals?	
Meets standard	School has clearly met its school-specific organizational goal.

Not applicable. Indianapolis Metropolitan High School did not have school-specific organizational and management performance goals that were evaluated in 2009-10.